



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7/JTD
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CJCSI 3150.25B
15 February 2005

JOINT LESSONS LEARNED PROGRAM

References: See Enclosure C

1. Purpose. This instruction establishes policy, guidance and responsibilities for the CJCS Joint Lessons Learned Program (JLLP).
2. Cancellation. CJCSI 3150.01A, 1 November 1999, "Remedial Action Program" and CJCSI 3150.25A, 1 October 2000, "Joint Lessons Learned Program" are cancelled.
3. Applicability. This instruction applies to the Joint Staff, combatant commands, Services, combat support agencies (CSAs), Defense agencies and other activities participating in the JLLP. It is provided as information to OSD.
4. Overview
 - a. The JLLP is a knowledge management process established to enhance joint warfighting through discovery, knowledge development, implementation and sharing of lessons from joint operations, training events, exercises and other activities. It contributes to joint capabilities integration and development, other DOD issue resolution and transformation processes.
 - b. The JLLP applies to the full range of military operations including training and exercise activities of the Armed Forces of the United States.
 - c. The JLLP consists of a federation of Joint Staff, combatant command, Service and CSA capabilities and products responsive to the joint warfighter.
 - d. The JLLP will enhance the joint warfighter's ability to learn from the conduct of operations across the levels of warfare, training activities,

exercise events and other activities employing DOD assets. This focus supports the JLLP's goals of enhancing joint warfighting capabilities and joint force transformation.

(1) Support to joint warfighting entails continuously improving and adapting materiel and non-materiel solutions across doctrine, organizations, training, materiel, leadership and education, personnel and facilities (DOTMLPF) and policy approaches.

(2) Support to joint force transformation includes contributing to joint concept development, joint experimentation and assessment and change implementation.

e. The JLLP supports a range of stakeholders. The lesson observations and findings should directly contribute to improving operations conducted by the combatant commands and organizations in support of the combatant commands. The JLLP should influence joint training and education by providing an experiential library of joint activities. Lesson observations and findings should also influence the Joint Capabilities Integration and Development System (JCIDS) and DOD transformation by identifying capability gaps and shortfalls. The JLLP objectives include:

(1) Discovering and deriving data from joint operations, joint training events, exercises, experiments and other activities involving DOD assets.

(2) Developing, producing and sharing validated observations from collected data.

(3) Delivering relevant, timely and validated findings to inform the joint warfighter.

(4) Analyzing, formulating, submitting and coordinating corrective action recommendations linked to findings.

(5) Tracking action recommendations through the appropriate issue resolution processes toward full implementation.

(6) Observing implemented recommendations in joint operations, training events, exercises, experiments or other activities involving DOD assets to verify a lesson learned.

5. Definitions. See Glossary, Part II.

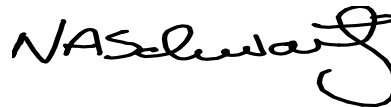
6. Responsibilities. See Enclosure B.

7. Summary of Changes. This instruction establishes a distributed JLLP comprised of elements at the Joint Staff, combatant command, Service and CSA. This instruction cancels the CJCS Remedial Action Program (CJCSI 3150.01A).

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components, other Federal agencies and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--http://www.dtic.mil/cjcs_directives. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

9. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read 'NASchwartz', with a stylized flourish at the end.

NORTON A. SCHWARTZ
Lieutenant General, USAF
Director, Joint Staff

Enclosures:

A--Policy and Guidance
B--Responsibilities
C--References
GL--Glossary

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RECORD OF CHANGES

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ENCLOSURE A

POLICY AND GUIDANCE

1. Policy. This enclosure establishes policies for the Chairman's JLLP.

a. Program Description

(1) JLLP participants support their host organization's priorities and equities and, when appropriate, will contribute information, data and lessons germane to improving joint warfighting capabilities.

(2) The JLLP is comprised of distributed elements at the Joint Staff, combatant command, Service and CSA level (Figure A-1). While these elements have primary areas of focus, they are not constrained from investigating other areas of focus when necessary nor are they rigidly separated by process or activity. Effective relationships between the Joint Staff, combatant command, Service and CSA lessons learned organizations promote complementary discovery, knowledge development and implementation of lessons throughout the joint force. All organizations participating within the JLLP are to coordinate activities and collaboratively exchange lesson observations, findings and recommendations to the maximum extent possible.

(3) The preferred method for maintaining effective relationships across the lessons learned community of practice is support for JLLP knowledge management. This support includes hardware, software and process support to obtain and share data and information that is timely and relevant. To this end, the community of practice should strive to create a trusting environment where JLLP participants freely share observations, findings, recommendations, reports and lessons learned without undo restrictions. Organizations should be encouraged to migrate proprietary data systems to an open system over time. Search capabilities should be enhanced to provide speedy, ubiquitous results from dissimilar data sets as the community of practice infuses the process with technology innovations. The community of practice should meet on a regular basis to discuss and explore methods and processes for improving JLLP knowledge management and information sharing.

(4) To facilitate the integration of the lessons learned program across these distributed elements, USJFCOM is tasked to gather and aggregate key joint operational and interoperability lesson observations, findings and recommendations reported by the combatant commands, Services and Defense agencies and initiate an integrated analysis. USJFCOM will develop and publish guidelines on evidence and

documentation to ensure that all elements reported to USJFCOM conform to a uniform standard.

Focus	Organization	Activities	Products	Core Customers
Strategic-Level Joint Lessons Learned	Joint Staff J-7	JLLP Policy and Guidance Small Scale Active Collection GOSC	JLLP CJCSI/Doctrine/TTP Strategic LL Reports Joint Staff LL Action Plan DCR Inputs	SecDef / OSD CJCS / Joint Staff Combatant Commands Services Combat Support Agencies
Operational-Level Joint Lessons Learned	USJFCOM	Integrated Analysis Large Scale Active Collection	Integrated Operational LL Observations, Findings, Recommendations and Reports	SecDef / CJCS Joint Staff and Combatant Commands
Operational-Level Joint / Command Lessons Learned	Combatant Commands Services Combat Support Agencies	Analysis Small Scale Active / Large Scale Passive Collection Command LL Database Service LL Database	Operational LL Reports LL Database Inputs DCR Inputs Command and Service- Level Internal Issue Resolution Inputs	SecDef / CJCS and Combatant Commands Services Combat Support Agencies
Tactical-Level Lessons Learned	Combatant Commands Services Combat Support Agencies	Analysis Small Scale Active / Large Scale Passive Collection Command LL Database Service LL Database	Tactical LL Reports LL Database Inputs DCR Inputs Command and Service- Level Internal Issue Resolution Inputs	Combatant Commands Services Combat Support Agencies

Figure A-1. Summary of JLLP Focus, Organizations, Activities and Products

b. Program Phases

(1) Overview. The JLLP's distributed elements at the Joint Staff, combatant command, Service and CSA level each possess lesson discovery, knowledge development and implementation capabilities. The extent of these capabilities varies with organization commander or director guidance. The basic schema for JLLP execution will be consistent with the process chart depicted in Figure A-2. The discovery, knowledge development and implementation phases are shown as part of a sequential process culminating in LL information that may be used in a variety of ways by the joint force and DOD leadership.

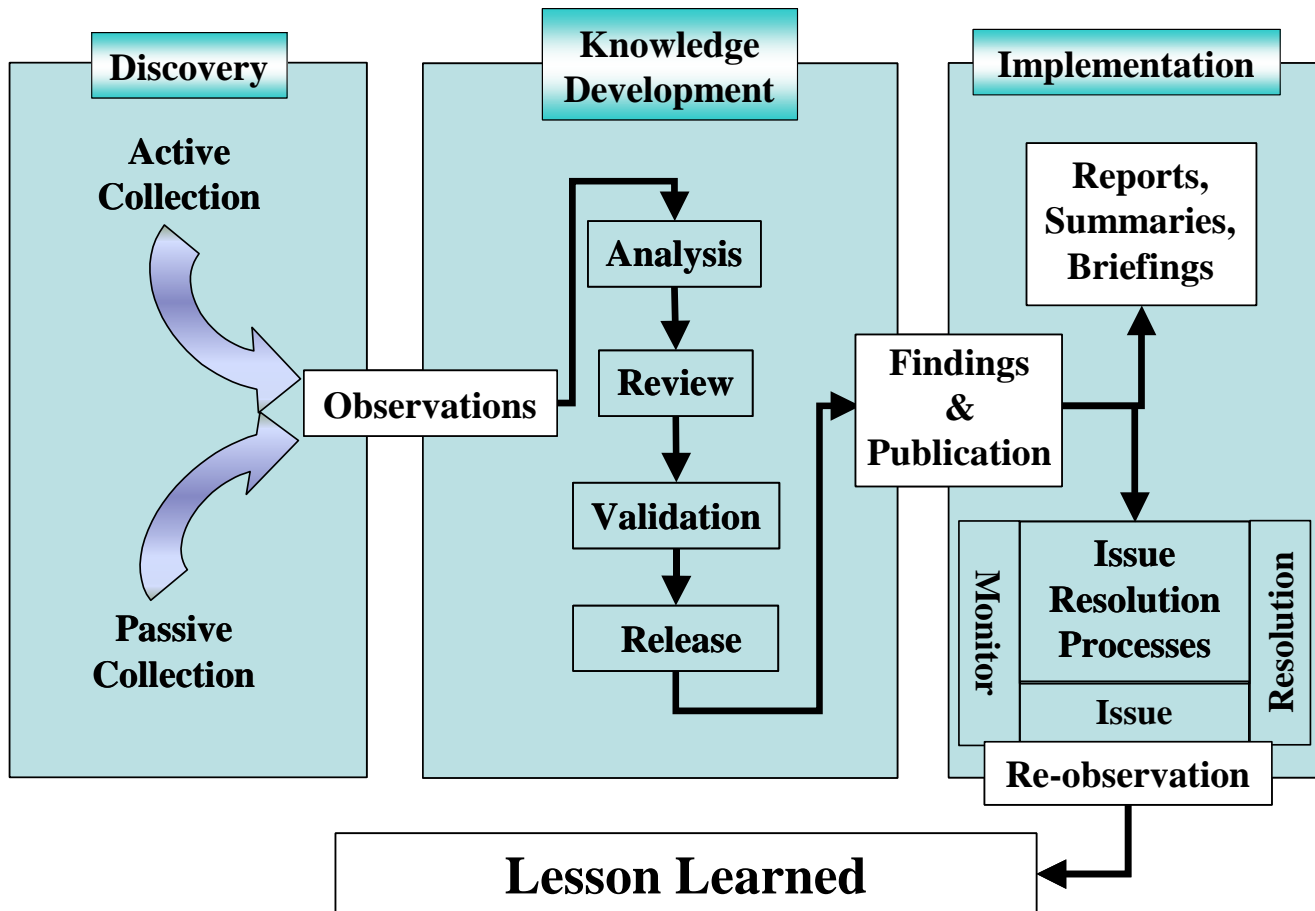


Figure A-2. JLLP Process Overview

(2) Discovery Phase. Discovery activities include initial information gathering regardless of source or approach. Such information exists in initial summaries, reports and observations. At this point, discovered information is characterized as a lesson observation. An observation is unrefined and not validated but is under consideration for additional review and analysis. The outputs from the discovery phase are observations and supporting contextual documentation. These activities occur via two collection approaches: passive and active. While each approach possesses distinct characteristics, both contribute to a more comprehensive JLLP discovery process.

(a) Active Collection. Active collection consists of activities specifically generated to collect information on specific operations, training events or other activities and is conducted on-scene to include:

1. Direct observations

2. Interviews
 3. Surveys
 4. Collection of information focused on the event vice general collection of all information
 5. The capability to perform an initial analysis of collected data
 6. Providing direct and immediate feedback to the commander
 - a. Establishment of active collection lessons learned activities within Service channels or established command channels (e.g., Third Army requests lessons learned support from the US Army Center for Army Lessons Learned) will follow individual Service or command procedures.
 - b. Active collection lessons learned teams may be established at any level (strategic, operational or tactical) from any organization (Joint Staff, combatant command, Service or CSA) to cover operations, training events, exercises or other activities. Service and CSA active collection lessons learned teams may embed lessons learned collection teams in USJFCOM, combatant command and other joint or multi-national organizations conducting active collection activities.
 - c. All active collection lessons learned activities within a combatant commander's area of responsibility (AOR) will be coordinated with and approved by the supported command before deployment and throughout collection activities to minimize disruption and support requirements imposed on the supported command. Requests shall contain point of contact, DSN and commercial phone numbers; e-mail address; proposed collection timing dates; location; and collection team support requirements. As part of this request, the active collection team and its higher headquarters will acknowledge the collection team's change in tactical control to the supported command.
- (b) Active Collection Team Authorization and Requests for External Support. Combatant commands have approval authority for and tactical control of all lessons learned teams operating within their AOR. This authority may be exercised through subordinate joint force commanders, Service or functional component commanders.

(c) Establishing Activities. There are three different circumstances that would prompt establishing externally-generated active collection lessons learned activities within a combatant command.

1. The Chairman of the Joint Chiefs of Staff or the Secretary of Defense may direct establishment of an active collection lessons learned effort to focus on a specific real-world operation, training event, exercise or experiment.

2. A combatant command may request active collection lessons learned support, either in the form of augmentation support for internal command active collection activities, or as a full package, externally-generated, active collection lessons learned activity.

3. A lessons learned organization may request permission from the supported command to establish an active collection lessons learned effort.

(d) Passive Collection

1. Passive collection consists of reviewing information from outside sources generally focused in three information classes:

- a. After-action reports
- b. Information collected via all-source collection tools
- c. Information collected via individual inputs from participants and trainers

2. Passive collection is intended to serve as a mechanism for JLLP inputs from any source, at any time, from any location and focused on any joint issue. Passive collective activities provide the JLLP a flexible, adaptive, responsive and pervasive source of general lesson inputs.

(3) Knowledge Development Phase. Knowledge development consists of analytic and review activities necessary to convert observations into validated findings. Reviews by analysts to ensure observation completeness, by subject matter experts to ensure functional relevance and by organization representatives to provide validation may occur during this phase. Outputs from the knowledge development phase are validated findings.

(a) While knowledge development activities may be conducted using different approaches, the basic process steps of analysis, review,

validation and release must take place for each finding before submittal to issue resolution processes, release to JLLP databases or inclusion in publications, reports, summaries, briefings and analyses. Urgent lesson observations identifying immediate warfighter needs (IWN) still follow these basic process steps but in a shortened timeframe.

(b) Observation analysis begins when observations are passed from the discovery phase. This transfer of observations activity is significant as it acknowledges that raw observations may change in context, content, conclusion and applicability during knowledge development. The transfer of observations to another organization's knowledge development activities qualifies as release of sole ownership. Releasing authorities may stipulate that observations not be fully shared with the joint force but used only for analytical purposes. Every effort must be made to ensure that observations, findings and recommendations are shared as widely as possible even if selected elements are deleted or withheld.

(c) Validation qualifies observations as being suitable for use by the joint force as findings. As such, the findings are acknowledged as having undergone a formal review process intended to establish the relevance and suitability to potentially influence planning, operations, joint education and training. JLLP validation occurs via formal review by a designated validation authority empowered to represent the organization.

(d) JLLP knowledge development culminates with the release of findings. All validated observations and findings should be shared and published.

(4) Implementation Phase. Implementation consists of publishing validated and released findings designed to modify behavior, support issue resolution processes, provide contextual information for education, training, exercise and operations planning and serve as material for additional research and analysis.

(a) JLLP implementation consists of activities that present findings to the joint force and DOD leadership. Extrapolations derived from analysis of published findings (when conducted by other than the originating organization(s)) will be annotated as such within subject reports, publications, briefings and summaries. This annotation will include specific reference to the organization that conducted the follow-on analysis and a statement noting that the assessment, comments or conclusions may or may not reflect those of the originating organization. Published information should be purged of references that could identify specific units or personnel. Identification of units and personnel by

“type” or “function” is preferred. Exceptions to this policy are only permissible when specifically approved by the supported command and when necessary to provide full context to the published finding.

(b) All findings with joint implications will be submitted to USJFCOM for additional analysis and possible integration with other findings. Forward JLLP published findings characterized as issues or deficiencies to one or more of these joint issue resolution venues:

1. Local issue resolution programs per local procedures
2. Direct submission to the Joint Rapid Acquisition Cell (JRAC) as an IWN per reference a
3. Direct submission of a DOTMLPF Change Recommendation (DCR) to the Joint Staff for issues with unspecified or multiple solutions per references b and c
4. Direct submission to external issue resolution processes in accordance with applicable directives for issues with discrete solutions. For example, the following processes are available:
 - a. Doctrine issues may be submitted per reference d
 - b. Training issues per reference e
 - c. Materiel issues per references b, c, and f
 - d. Education issues per reference g
 - e. Issues recommendations requiring immediate attention may qualify under the guidance in reference a.

2. Guidance

a. Guidance includes an articulation of the characteristics desired within the JLLP. Guidance serves to both establish program objectives and identify desired capabilities within the program.

b. As a general program objective, combatant commands, Services and others should be able to identify, analyze and take appropriate dissemination and resolution actions on findings at the strategic, operational and tactical levels of war.

c. Program objectives include:

(1) The proactive dissemination of observations, findings and recommendations to the communities of practice. Published findings are to be selectively distributed to communities of practice during contingency planning for real-world operations and in anticipation of key joint training events, exercises and experiments.

(2) Maximizing the amount of information that can be shared across the joint force. Participants should look for creative ways to share information while staying within the intent and guidance of their local commands.

(3) Small-scale active collection capabilities in program participants. This guidance acknowledges that the participants in these collection efforts have other duties/responsibilities. Therefore, characteristics found in small-scale collection efforts may include:

- (a) A relatively short duration requirement
- (b) A relatively small collection contingent
- (c) Non-continuous collection efforts

d. Desired capabilities include:

(1) The ability of participating organizations to capture, analyze and learn from their passive collection efforts.

(2) The ability of organizations to gain situational awareness on issue resolution processes in their area of operations and/or interests, enhancing their ability to advise their commands.

e. Desired minimum capabilities for lessons learned knowledge management and information technologies include:

(1) Attain and maintain consistency with the directives governing interoperability and supportability of information technology and national security systems (references h, i and j).

(2) A web-based, intuitive interface with extensive online help for novice users.

(3) The ability to have classification markings at every level of detail. Web pages should display the highest classification of presented information.

(4) A web-based, classified submission capability with a review function to provide an initial lessons learned analyst review capability to ensure input completeness.

(5) Search capability based on key words, specialized tags and Boolean expressions against fully indexed data systems. Employ the Universal Joint Task List hierarchy to include joint mission-essential task list designations to facilitate searches (reference k). Data searches should be ubiquitous across the archives in the lessons learned community of practice.

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ENCLOSURE B

RESPONSIBILITIES

1. The Chairman of the Joint Chiefs of Staff. The Chairman provides policy, direction and guidance to the JLLP. He is also responsible for validating combatant command urgent operational need statements and recommending them to the JRAC as IWNs (reference a). The purpose of the JRAC is to assist in resolving issues impeding the urgent materiel and logistics requirements the combatant commanders certify as operationally critical. The JRAC provides regular reports to the Secretary of Defense and Deputy Secretary of Defense on how well the DOD components are meeting IWNs where issues have arisen. JRAC tracking and reporting provides critical visibility to senior leadership to garner appropriate direction.

2. The Joint Staff Director for Joint Operations (DJ-3). The DJ-3 is responsible for notifying the Joint Staff Director for Operational Plans and Joint Force Development (DJ-7) and the USJFCOM Director, Joint Center for Operational Analysis-Lessons Learned (JCOA-LL) when activation of joint lessons learned active collection activities may be required. Notification should permit placement of JCOA-LL active collection teams during real-world contingency or adaptive planning activities.

3. The Joint Staff Director for Operational Plans and Joint Force Development. The DJ-7 serves as the office of primary responsibility for the JLLP and:

a. Ensures overall JLLP integration

b. Has responsibility for developing JLLP policy and guidance documents to include periodically reviewing and updating joint lessons learned documents and providing recommendations to other joint policy and guidance documents related to the JLLP

c. Provides joint strategic lessons discovery, knowledge development and implementation to include:

(1) Conducting interviews with select senior military and civilian DOD officials

(2) Conducting other collection activities in support of strategic lessons discovery.

(3) Coordinating with other strategic lessons learned organizations within the National Capital Region (This does not infringe on combatant command responsibilities; e.g., USNORTHCOM, to collect and report on strategic-theater lessons)

(4) Conducting JLLP knowledge development and implementation activities related to strategic lessons. Leading the Joint Staff Internal Lessons Learned Action Plan and quarterly General Officer Steering Committee (GOSC) meetings.

d. Hosts an annual Worldwide Joint Lessons Learned Conference comprised of representatives from Joint Staff, the combatant command, Service and CSA lessons learned organizations.

e. Manages the Joint Lessons Learned Specialist (JLLS) Program. Joint Staff/J-7 provides these specialists in direct support to combatant commands and Services. These specialists serve in general support to the JLLP as a whole.

f. When requested, supports JLLP participants' interaction with the JCIDS and Joint Chiefs of Staff TANK processes. Specifically, Joint Staff/J-7 supports:

(1) Doctrine change processes through the joint doctrine development system in accordance with CJCSI 5120.02.

(2) Education change processes through the Military Education Coordinating Committee in accordance with CJCSI 1800 series.

g. Develops JLLP-sourced submissions for Chairman's annual training guidance and other joint training system processes.

4. The Joint Staff Director for Force Structure, Resources and Assessment (DJ-8). The DJ-8 is the appointed Joint Requirements Oversight Council secretary whose specific responsibilities are outlined in reference h. The Joint Staff Vice Director, J-8 (VDJ-8), serves as the Gatekeeper of the JCIDS process per references c and d. As Gatekeeper, VDJ-8 assigns DCRs to the appropriate Functional Capability Board for processing. DJ-8 is then responsible for implementation of approved DCRs.

5. USJFCOM. USJFCOM provides and maintains JLLP support for real-world operations, Joint National Training Capability (JNTC) activities, and joint training and exercise activities in support of the combatant commands. Specifically, USJFCOM:

a. Provides JLLP active collection, knowledge development and implementation activities at the operational and tactical level for SecDef- or CJCS-designated operations, exercises and experiments. When deployed, USJFCOM active collection teams are under tactical control of the supported command upon entry to the AOR. As such, data collected while deployed remains the property of the supported command and may be removed from the AOR only with the consent of the supported command commander. In concert with the supported command, USJFCOM may develop written summaries, reports, briefings and analyses derived from active and passive collection efforts.

b. Lessons derived from JNTC activities will be:

(1) Used during JNTC event requirements generation, planning, evaluation and assessment

(2) Reviewed for possible inclusion in USJFCOM's issue resolution processes and JCIDS

c. Provides JLLP support for USJFCOM's internal concept development and experimentation, joint force training and joint force provider activities provided to the combatant commands, Services and CSAs. Lessons derived from these activities will be evaluated for possible publication and reviewed for inclusion in USJFCOM's issue resolution processes and JCIDS.

d. Develops mission rehearsal, training and exercise summaries germane to specific combatant commander requirements. These summaries will be provided to the supported commander's staff to support rehearsal, training event or exercise planning.

e. Serves as the integrating agent for the JLLP. As such, all USJFCOM JLLP activities require close and full coordination with the Services and combatant commands.

f. In coordination with Joint Staff/J-7, implements in a collaborative, technology solution to facilitate the sharing and integration of joint lesson observations, findings and, in the end, lessons learned across the joint force.

6. Combatant Commands and CSAs. The combatant commands and CSAs provide and maintain JLLP support for theater- and functional-specific joint and interoperability lessons learned activities. These lessons are derived from the full range of joint activities and operations primarily at the strategic theater, operational and tactical levels. Combatant commands will establish local processes to resolve internal

findings. The combatant commands are responsible for executing and supporting command-level joint lessons learned functions. As the JLLP is a distributed activity, commands will execute lesson discovery, knowledge development and implementation activities scaled to support the command's requirements while contributing to the overall JLLP. Combatant command activities are particularly important during the discovery and implementation phases and should be weighted accordingly by command-level resourcing. Combatant command and CSA JLLP responsibilities include:

a. Executing small-scale active collection through direct observation of command and CSA-level events and activities. Generally, small-scale combatant command/CSA collection will be supported by a core cadre of lessons learned specialists, augmented as required. When command and CSA-level active collection requirements exceed command or agency capabilities, commands may request support from other commands, Services or agencies or from the JCOA-LL via the support request process.

b. Performing passive collection and data processing. The JLLP technology support tool will support passive collection and processing at the command level. Commands and CSAs will designate review, validation and release authorities for internal JLLP activities.

c. Submission of findings. Candidate findings requiring external resolution may be submitted directly to the Joint Staff in accordance with reference d and through USJFCOM for potential integration across the force.

d. Providing lesson summary inputs to support development of commander or director joint training plans.

e. Support for active collection activities. When deployed, USJFCOM and Service active collection teams are under tactical control of the supported command upon entry to the AOR. Deployed lessons learned collection teams will coordinate the release of data and information products with the supported command. Supported commands are expected to provide appropriate support for active collection efforts directed by OSD or the Chairman of the Joint Chiefs of Staff. These activities include but are not limited to: billeting, transportation and telecommunications support, acceptance of tactical control of any active or passive collection teams as they arrive and relinquishment of such control as they depart.

f. Combatant commands are provided a JLLS by the Joint Staff/J-7 to support internal JLLP requirements and act as integrating agents for the JLLP. The JLLS performs a specialized role focusing on direct lessons learned support to include command-level lesson discovery, knowledge development and implementation. In addition, the JLLS actively liaise with JLLP activities throughout the Department of Defense and provide both an integration and standardization function for the JLLP.

7. Services. The Services provide and maintain JLLP support for Service-specific interoperability-, tactical-, operational- and strategic-level lessons through their internal discovery, knowledge development and implementation programs. Services will establish local processes to resolve internal findings. The Armed Services lessons learned program responsibilities include:

a. Executing small-scale active collection through direct observation of Service-level events and activities. When Service-level active collection requirements exceed the Service capabilities, they may request support from other commands, Services or agencies or from the JCOA-LL via the support request process.

b. Providing passive collection and processing to include designation of review, validation and release authorities for internal JLLP activities.

c. Submission of findings. Joint findings for external resolution may be submitted to the Joint Staff in accordance with reference d and through USJFCOM for potential integration across the joint force.

d. Coordination of Service active collection activities within a combatant command's theater. With the exception of active collection teams in direct support of a Service-sponsored event, training exercise, experiment or systems engineering, testing and analysis event, Service active collection efforts will follow the guidance for deploying active collection teams and obtain combatant command concurrence before deployment. Guidance on tactical control of these teams and supported command role in release of data and information products created from collected data apply to Service active collection teams.

e. Service lessons learned activities are supported by Joint Staff/J-7 JLLS to provide JLLP integration between Service lessons learned organizations and joint lessons learned organizations.

8. Combatant Command, Service and CSA Finding Resolution Programs.

Local finding resolution programs should be executed in the combatant commands, Services or CSAs. Lessons learned processes should consist of supporting processes designed to collect inputs, conduct processing and analysis, approve or disapprove candidate findings, conduct finding resolution, forward for inclusion in JCIDS, monitor action progress and report finding status.

ENCLOSURE C

REFERENCES

- a. DepSecDef memorandum, 15 November 2004, "Meeting Immediate Warfighting Needs"
- b. CJCSM 3170.01 Series, "Operation of the Joint Capabilities Integration and Development System"
- c. CJCSI 3170.01 Series, "Joint Capabilities Integration and Development System"
- d. CJCSI 5120.02 Series, "Joint Doctrine Development System"
- e. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States"
- f. CJCSI 5123.01 Series, "Charter of the Joint Requirements Oversight Council"
- g. CJCSI 1800.01 Series, "Officer Professional Military Education Policy"
- h. CJCSI 6212.01 Series, "Interoperability and Supportability of Information Technology and National Security Systems"
- i. DODD 4630.5, 5 May 2004, "Interoperability and Supportability of Information Technology (IT) and National Security Systems (NSS)"
- j. DODI 4630.8, 30 June 2004, "Procedures for Interoperability and Supportability of Information Technology (IT) and National Security Systems (NSS)"
- k. CJCSM 3500.04 Series, "Universal Joint Task List"

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GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

AOR	area of responsibility
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CSA	combat support agency
DCR	DOTMLPF Change Recommendation
DODD	Department of Defense directive
DODI	Department of Defense instruction
DOTMLPF	doctrine, organizations, training, materiel, leadership and education, personnel, and facilities
IWN	immediate warfighter needs
JCIDS	Joint Capabilities Integration and Development System
JCOA-LL	Joint Center for Operational Analysis–Lessons Learned
JLLP	Joint Lessons Learned Program
JLLS	Joint Lessons Learned Specialist
JNTC	Joint National Training Capability
JRAC	Joint Rapid Acquisition Cell
DJ-3	Joint Staff Director for Joint Operations
DJ-7	Joint Staff Director for Operational Plans and Joint Force Development
DJ-8	Joint Staff Director for Force Structure, Resources and Assessment
OSD	Office of the Secretary of Defense
USJFCOM	United States Joint Forces Command

PART II--DEFINITIONS

active collection. Consists of activities specifically generated to collect information on specific operations, training events or other activities and is conducted on-scene through direct observation, interviews, surveys and collection of focused information. The on-site active collectors also have the capability to perform an initial analysis of collected data and provide direct and immediate feedback to the commander on their initial observations.

communities of practice. Within the JLLP, communities of practice are populations within the joint force demonstrating or employing the same core competencies.

direct support. A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance.

doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) Change Recommendation process. An evolving process that enables new innovations, new technologies, experimentation and other assessments to be analyzed at the Functional Process Owner level, and the general/flag officer level before being submitted for review, validation and approval.

finding. A concise statement that summarizes a capability to be sustained, improved or developed or a deficiency requiring corrective action. A negative finding may be labeled an issue if the finding indicates substandard performance requiring resolution or focused problem solving.

general support. That support which is given to the supported force as a whole and not to any particular subdivision thereof.

issue. An observed, analyzed, interpreted and evaluated shortcoming, deficiency or problem that precludes performance to standard and requires resolution. Issues are also deficiencies or shortfalls identified during joint activity that precludes training or operating to joint mission-essential tasks standards and requires focused problem solving. (Upon approval of this publication, this term and its definition will be nominated for inclusion in Joint Publication 1-02.)

lesson learned. Results from an evaluation or observation of an implemented corrective action that produced in improved performance or increased capability. A lesson learned also results from an

evaluation or observation of a positive finding that did not necessarily require corrective action other than sustainment.

observation. A candidate lessons learned that has not yet been validated and approved by the JLLP. Observations contain information regarding specific events, activities, circumstances or outcomes and include sufficient factual and contextual information to support validation and analysis of the observations.

passive collection. Such collection may be conducted via on-site observation, direct participation or off-site information collection. Passive collective activities are not limited by time, location, personnel training or event and provide the JLLP a flexible, adaptive, responsive and pervasive source of lessons learned inputs. It consists of reviewing information from outside sources generally focused in three information classes: (1) reports; (2) information collected via all-source collection tools; and (3) information collected via individual inputs from observers, trainers and operators.

published finding. A published finding has undergone JLLP validation and been released by a designated authority. Once published, a finding is considered appropriate for use by the joint force.

small-scale active collection. On-site collection conducted immediately before, during or immediately after a joint operation, training event or exercise. Such collection activities (1) involve active collectors who directly observe performance, to include being on hand to review activities focusing on that performance and interview participants; (2) are relatively small in size; and (3) operate intermittently or for a short period of time.

validation. Within the JLLP, validation consists of formal recognition of a JLLP input as a valid finding. Validation does not qualify the finding as “resolved, solved or closed” but rather validates the observation for inclusion in JLLP products and databases.

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